BLUEPRINT

For Employees of Naval Facilities Engineering Command Headquarters

NAVFAC Emphasizes Community Management

"While it is often said that people are our most important asset, I believe that statement is not strong enough. Genuinely taking care of our people is of paramount importance," said RADM Michael R. Johnson, CEC, USN, in his top five for NAVFAC. Recognizing the need to take care of our workforce, NAVFAC has made community management one of its key strategic initiatives to focus on the leadership and management of our people.

What is a Community? Communities are groups of people with related job series that share common knowledge and skills. The communities support all the business lines and internal support lines that span our entire global workforce including those working in the Public Work Centers, Engineering Field Divisions, and the specialty centers (Naval Facilities Engineering Service Center, Navy Crane Center, and Construction Battalion Center).

What is a Community Advocate? Each community is lead by a senior person called a community advocate, or community manager, who is a recog-

Amy Younts, CAPT Katzwinkel, and Joy Bird hold a meeting to discuss community management

nized leader and expert at headquarters. The community advocate establishes a community vision and meets the requirements for the community by assessing the business environment and the required skills, and then shaping the workforce accordingly. This total management of workforce skills includes training, mentoring, career progression, and overall provision of the workforce. This ensures that the right people with the right skills and experience are provided for the business and support lines as shown in the diagram below.
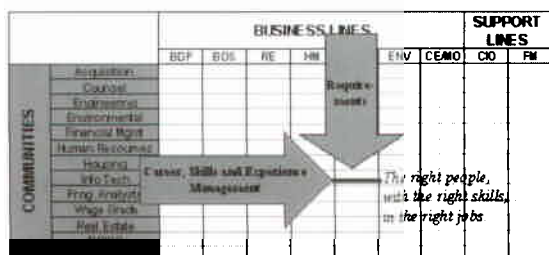
The community managers outline their

vision in a community management plan and execute that plan in a five-step process that uses the plan as a guide to manage the community. Likewise, the community advocate uses the *community management plan* as a guiding document and through the *community management process* provides the appropriate skills and capabilities to the business and support lines.

What is a Community Management Plan? The community management plan is a web-enabled document in a specific format that lays out the definition of the community (Who), the core competencies of that community (What), the career development requirements within the community (How), and the means of communications and the community management structure (Infrastructure). The plan

Community Manager and Business Line Integration

Community Managers use the Community Management Process to provide the appropriate skills and capabilities to the business and support lines.

is a summary document that provides the overall guidance to the community. The details are laid out in standard appendices for each community. Figure 2.1 shows the organization of the plan.

What is the Community Management Process? The community management process is a five-step process in which the community advocates use the community management plan as the overall guide to provide and maintain the right skills and capabilities for the business and support lines. These steps include 1. Developing the community management plans (community plans), 2. Evaluating the workforce (evaluation), 3. Developing training
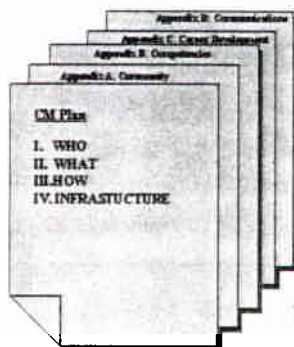
Community Management Plans

Figure 2.1

and managing experience (career development), 4. Recruiting and ensuring a fully provisioned workforce (succession planning) and 5. Workforce

shaping and reconciling resource issues with the business line leaders (BL/CM Interface). The graphic to the right shows the command commuunity management process.

The latest human relations software (Oracle HR) supports the entire process and success of the process is measured by metrics that are contained in the NAVFAC People Metrics. The process is focused at command level issues; however, individuals follow a similar process that follows the same steps that focus on their career plan and Individual Training Plan (IDP). The same basic steps are taken; however, instead of creating the plan, each person would use the plan as the guide for the requirements of their job. They would do a self-analysis and then working with a supervisor develops an IDP and associated career progression through mentoring. The graphic to the right shows the *individual community management process.*

How does NAVFAC's effort align with DoD and

Command Community Management Process

DoN Community Management Efforts? DoD and Navy have ongoing efforts to manage its work- force using competency-based programs similar to NAVFAC's. The NAVFAC CM program is really a subset of the DoD and DoN programs and link almost directly to the communities defined at DoN and DoD. Bob Griffen and the CM Directorate actively support DoD and DoN efforts.

Individual Community Management Process